

## Altair Announces Second Quarter 2022 Financial Results

August 4, 2022

## Second Quarter Results Exceed Expectations

TROY, Mich., Aug. 04, 2022 (GLOBE NEWSWIRE) -- Altair (Nasdaq: ALTR), a global leader in computational science and artificial intelligence (AI) that provides software and cloud solutions in simulation, high-performance computing (HPC), data analytics and AI, today released its financial results for the second quarter ended June 30, 2022.

"Altair had a strong second quarter, driven by high double-digit software revenue growth, with all our key metrics coming in above our guidance ranges," said James Scapa, founder, chairman and chief executive officer of Altair. "While we are in a period of geopolitical and economic uncertainty, I am confident Altair's culture, customer relationships, high recurring revenue and utilization, high-value business model, and exceptional technology leaves us well-positioned for the remainder of the year."

"The second quarter was another big success, achieving revenue and profit ahead of expectations," said Matt Brown, chief financial officer of Altair. "Led by our year-over-year software product revenue growth of over 17% in the second quarter, we continued to deliver on our commitment to software product revenue growth and margin expansion. While we are encouraged by our strong first half of 2022, we are reducing our full year guidance ranges for revenue and profit due to the impact foreign exchange rates are having on our results in reported currency."

#### Second Quarter 2022 Financial Highlights

- Software product revenue was \$116.9 million compared to \$99.6 million for the second quarter of 2021, an increase of 17.4%
- Total revenue was \$132.7 million compared to \$119.9 million for the second quarter of 2021, an increase of 10.6%
- Net loss was \$(33.8) million compared to \$(13.6) million for the second quarter of 2021. Diluted net loss per share was \$(0.43) based on 78.9 million diluted weighted average common shares outstanding, compared to diluted net loss per share of \$(0.18) for the second quarter of 2021, based on 75.3 million diluted weighted average common shares outstanding. Net loss margin was (25.5%) compared to (11.4%) for the second quarter of 2021
- Non-GAAP net income was \$10.9 million, compared to non-GAAP net income of \$5.6 million for the second quarter of 2021, an increase of 94.7%. Non-GAAP diluted net income per share was \$0.13 based on 86.3 million non-GAAP diluted common shares outstanding, compared to non-GAAP diluted net income per share of \$0.07 for the second quarter of 2021, based on 80.3 million non-GAAP diluted common shares outstanding
- Adjusted EBITDA was \$16.4 million compared to \$9.5 million for the second quarter of 2021, an increase of 73.1%. Adjusted EBITDA margin was 12.4% compared to 7.9% for the second quarter of 2021
- Cash provided by operating activities was 12.3 million, compared to 18.2 million for the second quarter of 2021
- Free cash flow was \$11.0 million, compared to \$15.8 million for the second quarter of 2021.

## **Business Outlook**

Based on information available as of today, Altair is issuing the following guidance for the third quarter and full year 2022:

(in millions)		Third Quarter 2022				Full Year 2022				
	Software Product Revenue	\$	99.0	to \$	104.0	\$	487.0	to \$	498.0	
	Total Revenue	\$	115.0	\$	120.0	\$	555.0	\$	566.0	
	Net Loss	\$	(34.9)	\$	(31.0)	\$	(66.1)	\$	(56.5)	
	Non-GAAP Net Income	\$	(1.2)	\$	1.8	\$	60.6	\$	68.0	
	Adjusted EBITDA	\$	0.0	\$	4.0	\$	89.0	\$	99.0	
	Net Cash Provided by Operating Activities					\$	15.1	\$	23.1	
	Free Cash Flow					\$	8.0	\$	16.0	

#### **Conference Call Information**

What: Altair's Second Quarter 2022 Financial Results Conference Call When: Thursday, August 4, 2022 Webcast: http://investor.altair.com (live & replay)

#### **Non-GAAP Financial Measures**

This press release contains the following non-GAAP financial measures: Non-GAAP Net Income, Non-GAAP Net Income Per Share, Adjusted EBITDA, Free Cash Flow, Non-GAAP Gross Profit and Non-GAAP Operating Expense.

Altair believes that these non-GAAP measures of financial results provide useful information to management and investors regarding certain financial and business trends relating to its financial condition and results of operations. The Company's management uses these non-GAAP measures to

compare the Company's performance to that of prior periods for trend analysis, for purposes of determining executive and senior management incentive compensation and for budgeting and planning purposes. The Company also believes that the use of these non-GAAP financial measures provides an additional tool for investors to use in evaluating ongoing operating results and trends and in comparing the Company's financial measures with other software companies, many of which present similar non-GAAP financial measures to investors.

Non-GAAP net income excludes stock-based compensation, amortization of intangible assets related to acquisitions, restructuring charges, asset impairment charges, non-cash interest expense, other special items as identified by management and described elsewhere in this press release, and the impact of non-GAAP tax rate to income tax expense, which approximates our tax rate excluding discrete items and other specific events that can fluctuate from period to period.

Non-GAAP diluted common shares as defined starting with Q1 2022, includes the diluted weighted average shares outstanding per GAAP regardless of whether the Company is in a loss position. All periods presented will be adjusted to align with this new definition.

Adjusted EBITDA represents net income adjusted for income tax expense, interest expense, interest income and other, depreciation and amortization, stock-based compensation expense, restructuring charges, asset impairment charges and other special items as identified by management and described elsewhere in this press release.

Free cash flow consists of cash flow from operations less capital expenditures.

Non-GAAP gross profit represents gross profit adjusted for stock-based compensation expense, restructuring expense and other special items as identified by management and described elsewhere in this press release.

Non-GAAP operating expense represents operating expense excluding stock-based compensation expense, amortization, restructuring charges, asset impairment charges and other special items as identified by management and described elsewhere in this press release.

Company management does not consider these non-GAAP measures in isolation or as an alternative to financial measures determined in accordance with GAAP. The principal limitation of these non-GAAP financial measures is that they exclude significant expenses and income that are required by GAAP to be recorded in the Company's financial statements. In addition, they are subject to inherent limitations as they reflect the exercise of judgment by management about which expenses and income are excluded or included in determining these non-GAAP financial measures. Altair urges investors to review the reconciliation of its non-GAAP financial measures to the comparable GAAP financial measures, which it includes in press releases announcing quarterly financial results, including this press release, and not to rely on any single financial measure to evaluate the Company's business.

Reconciliation tables of the most comparable GAAP financial measures to the non-GAAP financial measures used in this press release are included with the financial tables at the end of this release.

#### **About Altair**

Altair is a global leader in computational science and artificial intelligence (AI) that provides software and cloud solutions in simulation, high-performance computing (HPC), data analytics and AI. Altair enables organizations across all industries to compete more effectively and drive smarter decisions in an increasingly connected world – all while creating a greener, more sustainable future. To learn more, please visit www.altair.com.

#### **Cautionary Language Concerning Forward-Looking Statements**

This press release contains "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, including but not limited to, our guidance for the third quarter and full year 2022, our statements regarding our expectations for 2022, and our reconciliations of projected non-GAAP financial measures. These forward-looking statements are made as of the date of this release and are based on current expectations, estimates, forecasts and projections as well as the beliefs and assumptions of management. Words such as "expect," "anticipate," "should," "believe," "hope," "target," "project," "goals," "estimate," "potential," "predict," "may," "will," "might," "could," "intend," variations of these terms or the negative of these terms and similar expressions are intended to identify these forward-looking statements. Forward-looking statements are subject to a number of risks and uncertainties, many of which involve factors or circumstances that are beyond Altair's control. Altair's actual results could differ materially from those stated or implied in our forward-looking statements due to a number of factors, including but not limited to, the risks detailed in Altair's quarterly and annual reports filed with the Securities and Exchange Commission as well as other documents that may be filed by the Company from time to time with the Securities and Exchange Commission. Past performance is not necessarily indicative of future results. The forward-looking statements included in this press release represent Altair's views as of the date of this press release. The Company anticipates that subsequent events and developments will cause its views to change. Altair undertakes no intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. These forward-looking statements should not be relied upon as representing Altair's views as of any date subsequent to the date of this press.

#### Media Relations

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## CONSOLIDATED BALANCE SHEETS

	June 30, 2022			mber 31, 2021
(In thousands)	(L	Inaudited)		<u> </u>
ASSETS	<b>、</b> -	,		
CURRENT ASSETS:				
Cash and cash equivalents	\$	416,137	\$	413,743
Accounts receivable, net		103,483		137,561
Income tax receivable		11,412		9,388
Prepaid expenses and other current assets		23,282		27,529
Total current assets		554,314		588,221
Property and equipment, net		39,370		40,478
Operating lease right of use assets		24,977		28,494
Goodwill		385,989		370,178
Other intangible assets, net		90,327		99,057
Deferred tax assets		7,943		8,495
Other long-term assets		25,588		28,352
TOTAL ASSETS	\$	1,128,508	\$	1,163,275
LIABILITIES, MEZZANINE EQUITY AND STOCKHOLDERS' EQUITY				
CURRENT LIABILITIES:				
Accounts payable	\$	4,962	\$	6,647
Accrued compensation and benefits		31,084		42,307
Current portion of operating lease liabilities		9,433		9,933
Other accrued expenses and current liabilities		49,444		122,226
Deferred revenue		92,141		93,160
Convertible senior notes, net		_		199,705
Total current liabilities		187,064		473,978
Operating lease liabilities, net of current portion		16,340		19,550
Deferred revenue, non-current		20,785		12,872
Convertible senior notes, net		304,676		—
Other long-term liabilities		41,471		42,894
TOTAL LIABILITIES		570,336		549,294
Commitments and contingencies				
MEZZANINE EQUITY		_		784
STOCKHOLDERS' EQUITY:				
Preferred stock (\$0.0001 par value), authorized 45,000 shares, none issued and outstanding		_		_
Common stock (\$0.0001 par value)				
Class A common stock, authorized 513,797 shares, issued and outstanding 52,191 and 51,524 shares as of June 30, 2022, and December 31, 2021, respectively		5		5
Class B common stock, authorized 41,203 shares, issued and outstanding 27,745 shares as of June 30, 2022, and December 31, 2021		3		3
Additional paid-in capital		687,338		724,226
Accumulated deficit		(100,394)		(102,087)
Accumulated other comprehensive loss		(28,780)		(8,950)
TOTAL STOCKHOLDERS' EQUITY		558,172		613,197
TOTAL LIABILITIES, MEZZANINE EQUITY AND STOCKHOLDERS' EQUITY	\$	1,128,508	\$	1,163,275

### ALTAIR ENGINEERING INC. AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF OPERATIONS (Unaudited)

**Three Months Ended Six Months Ended** June 30, June 30, (in thousands, except per share data) 2022 2021 2022 2021 Revenue \$ 188,857 License 82,688 \$ 66,632 \$ \$ 163,027 32,926 Maintenance and other services 34,205 68,933 66,072 Total software 99,558 257,790 229,099 116,893 16,4<u>37</u> Software related services 7,376 7,481 15,579 Total software and related services 124,269 107,039 274,227 244,678 Client engineering services 10,268 20,945 7,047 15,059

Other	 1,340	 2,605	 3,151	 4,452
Total revenue	 132,656	119,912	 292,437	 270,075
Cost of revenue				
License	4,120	3,617	8,807	9,012
Maintenance and other services	 12,884	 12,043	 25,603	 23,598
Total software *	17,004	15,660	34,410	32,610
Software related services	 5,464	 5,731	 11,499	 11,853
Total software and related services	22,468	21,391	45,909	44,463
Client engineering services	5,914	8,293	12,555	17,181
Other	 1,141	 2,262	 2,662	 3,724
Total cost of revenue	 29,523	 31,946	 61,126	 65,368
Gross profit	103,133	87,966	231,311	204,707
Operating expenses:				
Research and development *	46,477	38,757	89,571	77,033
Sales and marketing *	39,116	31,909	74,798	63,979
General and administrative *	24,367	21,861	47,936	45,787
Amortization of intangible assets	6,208	4,615	12,111	9,492
Other operating income, net	 (5,767)	 (585)	 (6,548)	 (1,202)
Total operating expenses	 110,401	96,557	 217,868	 195,089
Operating (loss) income	(7,268)	(8,591)	13,443	9,618
Interest expense	700	2,988	1,285	5,961
Other expense, net	 21,907	708	 23,975	 1,543
(Loss) income before income taxes	(29,875)	(12,287)	(11,817)	2,114
Income tax expense	 3,899	1,361	 10,429	 1,402
Net (loss) income	\$ (33,774)	\$ (13,648)	\$ (22,246)	\$ 712
(Loss) income per share:				
Net (loss) income per share attributable to common stockholders, basic	\$ (0.43)	\$ (0.18)	\$ (0.28)	\$ 0.01
Net (loss) income per share attributable to common stockholders, diluted	\$ (0.43)	\$ (0.18)	\$ (0.28)	\$ 0.01
Weighted average shares outstanding:				
Weighted average number of shares used in computing net (loss) income per share, basic	78,948	75,263	79,204	74,959
Weighted average number of shares used in computing net (loss) income per share, diluted	78,948	75,263	79,204	79,851

\* Amounts include stock-based compensation expense as follows (in thousands):

	(Unaudited)										
		Three Months Ended June 30,						nded			
(in thousands)		2022		2021		2022		2021			
Cost of revenue – software	\$	2,030	\$	1,222	\$	3,933	\$	2,380			
Research and development		8,979		4,143		16,337		7,329			
Sales and marketing		7,664		3,659		14,699		7,127			
General and administrative		2,527		1,624		4,845		3,460			
Total stock-based compensation expense	\$	21,200	\$	10,648	\$	39,814	\$	20,296			

# ALTAIR ENGINEERING INC. AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF CASH FLOW

(Unaudited)

	Six Months Ended June 30,						
(In thousands)		2022	:	2021			
OPERATING ACTIVITIES:							
Net (loss) income	\$	(22,246)	\$	712			
Adjustments to reconcile net (loss) income to net cash provided by operating activities:							
Depreciation and amortization		15,819		13,180			
Provision for credit loss		114		205			
Amortization of debt discount and issuance costs		829		5,631			
Stock-based compensation expense		39,814		20,296			

Deferred income taxes	(64)	(1)
Gain on mark-to-market adjustment of contingent consideration	(5,304)	_
Expense on repurchase of convertible senior notes	16,621	_
Other, net	115	34
Changes in assets and liabilities:		
Accounts receivable	29,270	24,852
Prepaid expenses and other current assets	2,056	(3,367)
Other long-term assets	4,397	(5,067)
Accounts payable	(2,070)	(967)
Accrued compensation and benefits	(9,742)	1,548
Other accrued expenses and current liabilities	(61,648)	2,999
Deferred revenue	10,080	(5,333)
Net cash provided by operating activities	18,041	54,722
INVESTING ACTIVITIES:		
Payments for acquisition of businesses, net of cash acquired	(37,660)	_
Capital expenditures	(3,457)	(5,391)
Other investing activities, net	(322)	(389)
Net cash used in investing activities	(41,439)	(5,780)
FINANCING ACTIVITIES:		
Proceeds from issuance of convertible senior notes,	224.265	
net of discounts and commissions	224,265	—
Repurchase of convertible senior notes	(192,792)	—
Proceeds from employee stock purchase plan contributions	4,431	_
Repurchase and retirement of common stock	(4,387)	_
Proceeds from the exercise of common stock options	1,689	885
Payments of debt issuance costs	(1,157)	—
Payments on revolving commitment	—	(30,000)
Other financing activities	(131)	(206)
Net cash provided by (used in) financing activities	31,918	(29,321)
Effect of exchange rate changes on cash, cash equivalents and restricted cash	(6,226)	(847)
Net increase in cash, cash equivalents and restricted cash	2,294	18,774
Cash, cash equivalents and restricted cash at beginning of year	414,012	241,547
Cash, cash equivalents and restricted cash at end of period	\$ 416,306	\$ 260,321
Supplemental disclosure of cash flow:		
Interest paid	\$ 289	\$ 339
Income taxes paid	\$ 4,891	\$ 3,744
Supplemental disclosure of non-cash investing and financing activities:	· · ·	
Property and equipment in accounts payable, other current liabilities	¢ 4.500	¢ 604
and other liabilities	\$ 1,530	\$ 631

## **Financial Results**

The following table provides a reconciliation of Non-GAAP net income and Non-GAAP net income per share – diluted, to net (loss) income and net (loss) income per share – diluted, the most comparable GAAP financial measures:

	(Unaudited)										
		Three Mon June		nded	Six Months Ended June 30,						
(in thousands, except per share amounts)	2022		2021		2022			2021			
Net (loss) income	\$	(33,774)	\$	(13,648)	\$	(22,246)	\$	712			
Stock-based compensation expense		21,200		10,648		39,814		20,296			
Amortization of intangible assets		6,208		4,615		12,111		9,492			
Non-cash interest expense		422		2,837		839		5,637			
Restructuring expense		_		1,732		_		5,078			
Impact of non-GAAP tax rate <sup>(1)</sup>		79		(601)		(4,957)		(9,678)			
Special adjustments and other <sup>(2)</sup>		16,737				18,229					
Non-GAAP net income	\$	10,872	\$	5,583	\$	43,790	\$	31,537			
Net (loss) income per share, diluted	\$	(0.43)	\$	(0.18)	\$	(0.28)	\$	0.01			
Non-GAAP net income per share, diluted	\$	0.13	\$	0.07	\$	0.51	\$	0.39			

GAAP diluted shares outstanding	78,948	75,263	79,204	79,851
Non-GAAP diluted shares outstanding <sup>(3)</sup>	86,281	80,303	86,516	79,851

- 1. The Company uses a non-GAAP effective tax rate of 26%.
- 2. The three months ended June 30, 2022, includes \$16.6 million expense on the repurchase of convertible senior notes, \$5.4 million currency losses on acquisition-related intercompany loans and a \$5.3 million gain from a mark-to-market adjustment of contingent consideration associated with the World Programming acquisition. The six months ended June 30, 2022, includes \$16.6 million expense on the repurchase of convertible senior notes, \$6.9 million currency losses on acquisition-related intercompany loans and a \$5.3 million gain from a mark-to-market adjustment of contingent with the World Programming acquisition of contingent consideration associated with the repurchase of convertible senior notes, \$6.9 million currency losses on acquisition-related intercompany loans and a \$5.3 million gain from a mark-to-market adjustment of contingent consideration associated with the World Programming acquisition.
- 3. The Non-GAAP diluted shares outstanding for the three and six months ended June 30, 2021, has been changed to align with the current definition.

The following table provides a reconciliation of Adjusted EBITDA to net income, the most comparable GAAP financial measure:

	(Unaudited)										
		Six Months Ended June 30,									
(in thousands)		2022	2021		2022		2021				
Net (loss) income	\$	(33,774)	\$	(13,648)	\$	(22,246)	\$	712			
Income tax expense		3,899		1,361		10,429		1,402			
Stock-based compensation expense		21,200		10,648		39,814		20,296			
Interest expense		700		2,988		1,285		5,961			
Depreciation and amortization		8,133		6,494		15,819		13,180			
Restructuring expense		_		1,732		—		5,078			
Special adjustments, interest income and other <sup>(1)</sup>		16,282		(79)		17,929		(173)			
Adjusted EBITDA	\$	16,440	\$	9,496	\$	63,030	\$	46,456			

(1) The three months ended June 30, 2022, includes \$16.6 million expense on the repurchase of convertible senior notes, \$5.4 million currency losses on acquisition-related intercompany loans and a \$5.3 million gain from a mark-to-market adjustment of contingent consideration associated with the World Programming acquisition. The six months ended June 30, 2022, includes \$16.6 million expense on the repurchase of convertible senior notes, \$6.9 million currency losses on acquisition-related intercompany loans and a \$5.3 million gain from a mark-to-market adjustment of contingent consideration associated with the World Programming acquisition-related intercompany loans and a \$5.3 million gain from a mark-to-market adjustment of contingent consideration associated with the World Programming acquisition.

The following table provides a reconciliation of Free Cash Flow to net cash provided by operating activities, the most comparable GAAP financial measure:

	 (Unaudited)										
	 Three Months Ended June 30,						ded				
(in thousands)	2022			2022		2021					
Net cash provided by operating activities <sup>(1)</sup>	\$ 12,255	\$	18,151	\$	18,041	\$	54,722				
Capital expenditures	 (1,267)		(2,352)		(3,457)		(5,391)				
Free cash flow <sup>(1)</sup>	\$ 10,988	\$	15,799	\$	14,584	\$	49,331				

(1) The six months ended June 30, 2022, includes a \$65.9 million payment in January 2022 for a legal judgement acquired in December 2021.

The following table provides a reconciliation of Non-GAAP gross profit to gross profit, the most comparable GAAP financial measure:

		(Unaudited)											
		Three Month June		Six Months Ended June 30,									
(in thousands)	pusands) 2022		2021			2022	2021						
Gross profit	\$	103,133	\$	87,966	\$	231,311	\$	204,707					
Stock-based compensation expense		2,030		1,222		3,933		2,380					
Restructuring expense				161				936					
Non-GAAP gross profit	\$	105,163	\$	89,349	\$	235,244	\$	208,023					
Non-GAAP gross margin		79.3 %		74.5%		80.4 %		77.0 %					

The following table provides a reconciliation of Non-GAAP operating expense to Total operating expense, the most comparable GAAP financial measure:

(Unaudited)

	 Three Mont June	Six Months Ended June 30,					
(in thousands)	 2022	2021		21 2022			2021
Total operating expense	\$ 110,401	\$	96,557	\$	217,868	\$	195,089
Stock-based compensation expense	(19,170)		(9,426)		(35,881)		(17,916)
Amortization	(6,208)		(4,615)		(12,111)		(9,492)
Gain on mark-to-market adjustment of contingent consideration	5,304		—		5,304		—
Restructuring expense	 		(1,571)				(4,142)
Non-GAAP operating expense	\$ 90,327	\$	80,945	\$	175,180	\$	163,539

#### **Business Outlook**

The following table provides a reconciliation of projected Non-GAAP net (loss) income to projected net loss, the most comparable GAAP financial measure:

	(Unaudited)								
	Three Months Ending September 30, 2022				Year Ending December 31, 2022				
(in thousands)		Low		High		Low		High	
Net loss	\$	(34,900)	\$	(31,000)	\$	(66,100)	\$	(56,500)	
Stock-based compensation expense		23,700		23,700		86,400		86,400	
Amortization of intangible assets		6,100		6,100		24,400		24,400	
Non-cash interest expense		500		500		1,800		1,800	
Impact of non-GAAP tax rate		3,400		2,500		(4,100)		(6,300)	
Special adjustments and other <sup>(1)</sup>						18,200		18,200	
Non-GAAP net (loss) income	\$	(1,200)	\$	1,800	\$	60,600	\$	68,000	

(1) Year ending December 31, 2022, includes \$16.6 million expense on the repurchase of convertible senior notes, \$6.9 million currency losses on acquisition-related intercompany loans and \$5.3 million gain from a mark-to-market adjustment of contingent consideration associated with the World Programming acquisition.

The following table provides a reconciliation of projected Adjusted EBITDA to projected net loss, the most comparable GAAP financial measure:

	(Unaudited)								
(in thousands)	Three Months Ending September 30, 2022				Year Ending December 31, 2022				
		Low		High		Low		High	
Net loss	\$	(34,900)	\$	(31,000)	\$	(66,100)	\$	(56,500)	
Income tax expense		3,000		3,100		17,200		17,600	
Stock-based compensation expense		23,700		23,700		86,400		86,400	
Interest expense		200		200		1,300		1,300	
Depreciation and amortization		8,000		8,000		32,000		32,000	
Special adjustments and other <sup>(1)</sup>		_		_		18,200		18,200	
Adjusted EBITDA	\$	_	\$	4,000	\$	89,000	\$	99,000	

(1) Year ending December 31, 2022, includes \$16.6 million expense on the repurchase of convertible senior notes, \$6.9 million currency losses on acquisition-related intercompany loans and \$5.3 million gain from a mark-to-market adjustment of contingent consideration associated with the World Programming acquisition.

The following table provides a reconciliation of projected Free Cash Flow to projected net cash provided by operating activities, the most comparable GAAP financial measure:

	(Unaudited)							
(in thousands)	Year Ending December 31, 2022							
	Low		High					
Net cash provided by operating activities <sup>(1)</sup>	\$	15,100	\$	23,100				
Capital expenditures		(7,100)		(7,100)				
Free cash flow <sup>(1)</sup>	\$	8,000	\$	16,000				

(1) Includes \$65.9 million payment in January 2022 for legal judgement acquired in December 2021.



Source: Altair Engineering Inc.